THE CASE OF A PROPRIETOR OF DENBIGH FACTORY.

I often looked at the Indolence and Poverty of the lower Class of People in this Country with Concern, and as I attributed it intirely to the Want of some useful Manufacture being introduced among them; and understood that considerable Quantities of Wool were sold out of the Town of Denbigh and Neighbourhood to the Town of Rochdale, and manufactured there into Cloth for Foreign Markets, to great Advantage: It occurred to me that the like or some other Manufacture of Woollen Cloth might be attempted here with Probability of Success. And with this View, in the Year 1753, I proposed to Mr. Robert Holt of Rochdale, to set up a Factory in Denbigh, in Partnership with him, and received an Answer something encouraging, if his Son should approve of it; but by a second Letter understood that his Son did not chuse to embark in it: Yet notwithstanding the Disappointment, as I still thought it might succeed if properly set on foot, I persevered in my Enquiry for a Partner, thinking that if I was joined by a Person brought up to the Business, who would bring a Sum of Money into the Stock, and undertake to conduct the Concern at a Salary, I could not fail of honest Management and Success. And in September 1753, received Proposals from Messrs. Heapy and Lowe of Liverpool, to come and join me or one of them; which was in a short Time after agreed to with Roger Lowe only, and he came to give Directions for several Conveniencies and other Articles of the Business to be prepared, which I executed with all possible Dilligence, and Roger Lowe, Miss Mostyn and self agreed to put £500 each into a common Stock, to carry on the work in equal shares for the first year, and to deposit the like sum each the next year if we met with encouragement and saw it necessary.

As we might reasonably think that the Undertaking would not be the most welcome to the Cloathing Countries, we concealed our Intention of letting the Scheme on Foot as much as possible; but during the Time of Preparation, (between January 1754, and the 25th of March following, or about that Time) Roger Lowe went into Shropshire and acquainted Ross Lloyd, of Aston, Esq; with our Scheme without my Privity or Instruction, and brought a Message from Mr. Lloyd to me, requesting that he might be concerned with us, because he knew that the Work was set up for the Good of the Country, and for that Reason was desirous to pay his Quota of £500, and become a Partner upon the Establishment that we had originally agreed on.

Much about the same Time I entered into a Smelting Concern with Charles Pigot, of Peploe, Esq; Paul Panton, Esq; and Mr. lnce, and meeting Mr. Pigot on that Occasion at the House of Mr. Panton, he told me that he had heard of the Factory, and would put in two or three hundred pounds in the Undertaking, to which I made little or

no Answer; but soon after he came to Denbigh, and I then acquainted him with the Terms we had fixed upon, and told him I should be glad of so good a Partner, upon the same Establishment with the Rest of us, (the Deposite of £500 upon equal Bottoms) and a farther Deposite of the like Sum each the next Year, if the Trade required and deserved it; to which he agreed: And I told him that I had undertaken to build a Fulling Mill and other Necessaries answerable to the Work, at the yearly Rent of £6 per Cent for all Money laid out in common Building, and £10 per Cent for the Work and Conveniencies that should be erected by the Millwright; which he agreed was very reasonable and rather under common parr in Building Undertakings: This was also agreed with Mr. Lloyd, Mr. Lowe, and Miss Mostyn, and thought reasonable by every one of them.

The Work was set on foot on the 25th of March 1754, by several Hands which Mr. Lowe brought from Saddleworth, and other Parts of the Cloathing Countries, and a Manufacture of White Cloth begun upon of Welch Wool: But in May following Mr. Lowe and the Foremen he brought with him advised to purchase some Shropshire Wool to work up Cloth of higher Value than the Welch Wool would make, with Assurances it would turn out to better Advantage, &c. And being strengthened with two Partners of considerable Fortune in Shropshire, I thought it adviseable that Mr. Lowe should make some Purchases of Wool there. And in June 1754, he went there for that Purpose, and received the Deposites agreed upon from Mr. Pigot and Mr. Lloyd of £500 each, and laid out in Wool to the Amount of £964.16s.2d of the Money paid by those Gentlemen.

Mr. Lowe, having brought his Quota of £500 (as he then said, and probably had done) did not immediately call for Miss Mostyn's Deposit or mine; but having frequent Occasion to go abroad, directed me to supply his Foreman, John Mayall, and other Assistants, with Cash, for petty Disbursements; thinking it convenient to leave Money in my Hands for that Purpose, as I lived in Town, and one Person or other of my Family was at all Times accessible when any Thing was wanting in the Factory. He called upon me frequently for small Sums himself, or larger, just as he had Occasion: So that a Cash Account stood open between us until the 12th of February 1755, at which Time it was settled to each's Satisfaction, and he acknowleged to have received the Sum of £1685.18s.4d at my Hands, and gave me Credit for that Sum in my Cash Book, on the same Day.

We were, during the Summer Season 1754, but poorly accommodated with Conveniences, farther than one good Warehouse that contained some Workshops, &c. which I let to Mr, Lowe, on the 25th of March, 1754, at the clear yearly Rent of

£12.12s. The Mills were then building, and we were obliged to hire out our Fulling Work in the Country, which was but indifferently executed; and most Articles of the Business were attended with such Obstacles, that the Month of August was advanced before the first Piece of Cloth was finish and made saleable; though in that Time many Pieces of Whites were woven and milled, &c. but neither dyed nor finished, and few Pieces of any Sort in any ways ready for Market.

From the first of our setting to Business, the Country People applied in great Numbers for Spinning Work; and as Mr. Ross Lloyd came frequently to Denbigh to see the Work, and applauded the Design, always professing that the Capital ought to be increased, and that he would supply as far as would be necessary to his Share, and finding Miss Mostyn of the same Disposition, I encouraged Mr. Lowe to enlarge the Trade, and give out Spinning Work to all that came for it, and executed the Business well; not doubting but Mr. Pigot, who was represented to me as a Lover of Trade, and of very great Circumstances, would also readily supply the Sum wanting upon his Share, agreeable to what l had told him, when first he agreed to come in, &c. Artificers came over from all Countries, some with, and others without Families, and Dwelling Houses and Loom Shops, &c. were much called for by Mr. Lowe, who was obliged to hire some very inconvenient Places about the Town, at an extravagant Rent; which determined me to purchase a Number of Houses, and repair and fit them up in the most convenient Manner, to carry on the Trade, and for Habitations for the People, &c. and charge the Expence of them to the Company, Or accept of the Sum of £6 per Cent In lieu of Rent.

Mr. Lowe’s Purchase of Wool this Summer, both in Shropshire and Wales, amounted to the Sum of £1480.4s.4d which, with the constant Drain that the Hands and other Articles made of our Purse, exhausted our Capital early in the Year ; so that I was obliged to supply the Factory, before the 12th of February, 1755, with the Sum of £685.18s.4d beyond Miss Mostyn's and my Proportion of £500 each; all which was soon expended, as well as Mr. Lloyd’s additional £200 that he paid Mr. Lowe in November 1754. This obliged me to write to Mr. Pigot for his second Deposit of £200 not doubting of his ready Compliance, as I understood we had agreed at first setting out, to make a second Deposit when the Trade should require and deserve it. But, to my Surprize, he answered me, that he did not chuse to exceed the original £500 and desired to remain Partner at the Share that £500 entitled him to; which he must then undoubtedly mean to be a fifth Part of the Concern. I sent him, at the same Time, Mr. Lowe’s Calculations of the Trade, which appeared then to me to promise, great Advantage; and Mr. Pigot, in Answer, expressed his Satisfaction at what had

been done, and the Manner Things went on, without the least Disapprobation of the State of the Factory.

Mr. Lowe also promised to furnish his further Quota of £200 in October, but failed of Payment; and, upon close Examination, I found him excessively careless of the Business, and of his Account Books, so far that I was obliged to complain to Mr. Lloyd and Mr. Pigot, and desire their Assistance to remove the very dangerous Situation we were in, under his Directions; And I at the same time warmly pressed Mr. Lowe to be active in settling his Books and putting every Article and (illegible) and Mistake to rights, which he promised immediately to do, under advantage of Christmas Holidays, just at that time commenced. My uneasiness at that time being great at this Alarm of bad Book-keeping, kept my eye upon him; and finding that he still proved indolent and negligent of his Books I took them to my House, to see if Mr. Totty, My Clerk in my own private business, and self could bring them into any proper Light; and finding them quite unintelligible, returned them with earnest Application that he would use proper Means to bring them to Form, with an Offer of our Assistance to set them to rights.

At this Time the Magistrates of the Corporation expressed some Uneasiness, that a Number of foreign Families were introduced into the Town, who might become burdensome, having many small Children, and like to increase in Number; which occasioned a Meeting of the Parishioners at a Vestry, and in the End Assurances from me, that I would take Means to prevent Inconveniencies; and as I observed that the young Men employed in the Factory were as good Workmen as any we had, and several of them sedate and promising, I made a public Declaration that whoever of them married the Welsh Servants in the Factory with our Approbation, should be entitled to Five Guineas Portion and other Advantages then specified; which occasioned several Weddings in the Month of April 1755, and after; and consequently made it necessary to provide Dwelling Houses and Conveniencies for them.

This was intended a Means of inducing the young Men to settle in this Country, and of discharging the People that were encumbered with numerous Families, and held treacherous Correspondence in Yorkshire; which in a great Measure had the desired Effect in both Instances, for we could rely upon the People that married, and venture to discharge others we did not like: Whereas, before this Event, the Batchelors in general, were so far unsteady, that we could not at the Beginning of a Week be assured of keeping them to the End of it; and were obliged to entertain the Families we did not chuse to do, that we might be under some Certainty of Hands to carry on Business.

The Mills, Dwelling Houses, and other Conveniencies that the Undertaking called for, employed me so closely that I could not give the Attention to Mr. Lowe's Conduct, nor look so attentively into the Trade as I would have done at better Leisure; which gave him Opportunities of amusing me with Calculations, and Hopes of extraordinary Advantages from the Trade, when Time should bring it to its natural Returns and Rotation, of which I frequently wrote to Mr. Pigot and Mr. Lloyd; and on my Part chearfully undertook every Article of Work and Expence that was necessary to support it. And, to add to the Benefit it might be of to the Country, as well as our own Advantage, we took a Number of Apprentices, both Boys and Girls, to be instructed in every Branch of the Business, and to be cloathed and maintained at the Expence of the Company, without Fee or any Gratuity whatsoever; concluding from thence, that we might in Time be entirely independent of straggling Foreigners, and be able to complete Orders with greater Readiness and Exactness than we had hitherto been able to do, and bring the Trade into a more natural Channel in the Hands of the People of the Country than of Strangers.

And for this Purpose a large new building was begun in March 1755, for a Place of Habitation and Work, under the name of THE FACTORY, and compleated, at my Expense, with the utmost Expedition; and the Hands brought into it to work, and the Apprentices, to the Number of One Hundred and upwards, including Probationers, brought into it to work and diet.

Mr. Lowe continued inactive and careless, insomuch that I found it necessary to acquaint him that his salary should cease, and I would acquaint his Father of it; but notwithstanding, every Day's Conduct gave Rise to new Uneasiness; and frequent Opportunities carried my Complaints to Mr. Lloyd and Mr. Pigot; yet no Assistance did either give me, to bring him to Account, and discharge him from the Place of Head Manager.

The Factory called for Money weekly; and as I had now stripped myself under these heavy Expences, and Mr. Lloyd of Aston enjoyed but a poor State of Health, was often abroad on the Account, and was short of completing the second Deposit of £500 I found myself obliged to have Recourse to borrowing Money for the immediate Supply wanted; and for that Purpose applied to Mr. Pigot and the rest of my Partners in the Smelting Trade, to advance a Sum at Interest, to be secured upon the Stock I had in that Concern; and was answered, they could not lend Money, but would purchase my Share in the Capital. The Smelting Trade was looked upon to be a very profitable Undertaking, and I was very loath to lose the Opportunity I had of making the Advantage I expected from the Money I had in it; but being now streightened, and having no other immediate Resource, I determined to support the Factory,

and prefer it to all other Considerations; and on the 25th of April 1755, assigned over my Share in the Smelting Work to the Company, and received the Sum of £700 I had paid at the Commencement of my Engagement with them, besides the Sum of £140, the Profit arising from one Year's Working upon that Deposit.

During the Year 1754, I occupied a Marsh under Mr. Panton, and fitted up and furnished a House upon the Spot, and lived in it with my Family; and had engaged a Lease for one and twenty Years of the Premises, which I saw I could manage to great Advantage; and for that Purpose intended to reside there part of every Year, during the Term. But perceiving the Wool Trade demanded my close Attention, I quitted the taking, and returned to Denbigh; and also contracted my Concerns in my Farming in other Places, to make the Factory as much as possible my sole Object; and reduced my Stock of Cattle, and other Articles, considerably, to make a Sum of Money to supply the Trade, which was become very extensive, and the Topic of Conversation in a large Circuit of Country; extolled by some, openly and secretly opposed by others, but effectually supported by none except Miss Mostyn and self.

Being by the above Means supplied with Cash, having also received repeated Assurances from Mr. Lloyd that he would go on with the necessary Support of the Trade, and being perfectly persuaded in my own Opinion the power the present or any future Difficulties that I foresaw; if we could get rid of Lowe, and find a proper Manager, I determined to surmount the Obstacles that arose from Mr. Pigot's unexpected Backwardliness, and supply his Defect out of my own Purse, in Hopes that, at another juncture, he should look upon it more reputable to come forward with his Partners in the Undertaking than perplex it by an ill-timed Penury.

As Mr. Lowe had Notice of our Intention to discharge him, he seemed little to regard any Manner of Business, but lent to acquaint me that he was willing to receive his Dividend, and intended to quit this Kingdom, and settle in Virginia, I answered I should be prepared to pay his Dividend when his Books gave Satisfaction, and wished most heartily he would remove the long Uneasiness he had created: He promised; went to work in Appearance, and called some Friends of the Town to assist him; and made me from thence hope we should get rid of him in a short time.

Mr. Llovd called for Articles (illegible) I desired him to come over to settle the Heads that they (illegible) we never met on the Occasion, though I often solicited for it.

A Report went abroad in the Country that Mr. Lloyd, of Aston, had sent me a Message by Mr. Peter Davies, that he would be no

further concerned in the Factory than £1000 which I could not well believe, and as Mr. Davies lived in my Neighbourhood, and never brought me any such Message, I went to Aston to know Mr. Lloyd’s Resolution, being highly material at this Season. I found him extremely dissatisfied with Lowe, and persuaded we should never succeed under his Management; in all which I agreed with him, and told him that Lowe had promised to be prepared and was willing to be discharged and leave us, which I was in Hopes would be soon effected, as he had called in Assistance to forward him.

The Wool Season was now at hand, and I acquainted Mr. Lloyd that I should regulate my Orders with respect to purchasing; by his Determination to stop or come on: He answered me not to streighten myself in the Quantity, for he would soon return from Bristol and get Money to pay his Share. This made me alter my Commissions on that Day to his Servant Vernon and his Tenant Jennings, from sixty Packs to a farther latitude of What Quantity they could purchase, and gave me Encouragement to write to Mr. Griffiths, of Drayton, to secure me about twenty or thirty Packs, beside the Quantity I depended upon Mr. Pigot’s purchasing about Peploe. I hoped that from all these Hands I should be supplied with about an Hundred Packs at least, and was prepared to weigh and pay for it; and as I no longer depended on any Assistance from Mr. Lowe, and Mr. Parry, a Clerk of Mr. Lloyd’s recommending, who was desirous to leave us, I appointed Mr. Price of Denbigh, Clerk, instead of Mr. Parry, and entrusted him with the Charge of paying for the Wool, and all the Supplies I made to the Factory, from the Time of his Appointment, went through his Hands, excepting some small Sums to John Mayall.

The Quantity bought exceeded my Expectations greatly, and notwithstanding I brought with me into Shropshire upwards of £2000 which I thought would fully answer my Occasions, I found by Account from Price he would be short of Cash to the Amount of £800. Which I sent immediately, and made the necessary Payments at every weighing. The whole Expence of Wool this Season amounted to £3682 and upwards, for which I paid Ready Money £3300 and upwards. Mr. Scott of Shrewbury's Wool, to the Amount of £317 being bought at Six Months Credit, and left unpaid.

Our Wool Gathering being finished, and a small Cessation having past to see how our Affairs stood, I wrote to acquaint Mr. Lloyd particularly of what was done, and withal to let him know my Cash was spent, and that I was in exceeding want of Supply; but as I found soon from Report that he was far out of Order at Bristol Wells, and therefore little expected immediate Answer to Satisfaction, I was obliged to have Recourse to a friendly Hand that had offered Assistance from a worthy Motive, and now generously granted it where Necessity obliged me to ask it. By this Means I

was pretty well in Cash again, and my Attention as upon Mr. Lloyd's coming home to settle his account with me, that I might pay and acquit myself to my Friend in the Character that had happily placed me in his good Opinion. But as I met with Disappointments without End, so to add most effectually to my Difficulties Mr. Lloyd died at Worcester in his Way to Aston, having declared himself fully bent to have Lowe immediately discharged, and assist me with the Cash I had advanced on his Account without Delay.

Upon this bad News it was difficult to determine what future Steps to take; a Friend and Partner dead, Mr. Pigot restiffe and backward, and Lowe apparently guilty of Breach of Trust and Misconduct, that occasioned a Confusion, which it was not in my Power to put a Stop to immediately, as he was a Partner, or to rectify, as the Intricacy of his Accounts required Time and Attention from the most skilful Hand, to unravel and make intelligible.

Mr. Ross Lloyd was buried at Aston; and in September 1755, I waited on his Brother William Lloyd, his Heir and Executor, to acquaint him how I stood with the Factory and convinced him by my Cash Book that l advanced the Sum of £1500 on his late Brother's Account, in purchasing , Wool, and Payments made in Support of the Trade; and I urged and repeated the Necessity I was under of receiving my Money out of Hand, to enable me to perform my Engagements and supply the Trade; on which he assured he would endeavour to assist me, and see what could be done immediately. This Answer did not well suit my Engagements, but obliged me to borrow again, and I had the Luck to try Friends that furnished the Sum I asked with Frankness equal to my Wishes.

Mr. Lloyd went to London to settle Family Business, and returned to Aston at Christmas. And as I now expected that he had fixed his Concerns and was able to pay me I wrote to desire it soon at his Hands, acquainting him that I had borrowed Sums payable about that Period, under Assurances that l should not fail of being supplied by him. He pleaded want of Cash: The Severity of his Brother's Will and Inability to advance Money upon his Estate; which Answer could be but little agreeable to a Person bound by Engagements, and at all Times studious to perform them with Exactness.

As it had been agreed on all Hands that Lowe was to be discarded as soon as he would be able to discharge himself, I made Enquiry with my Friends in the Cloathing Countries for a Manager in his Stead, and was applied to from different Hands, that were ready to undertake the Charge, but Mr. Lowe's Books were so crowded with so many Intricacies, that it was not be foretold in what Time his Affairs would be ended, and I was for that reason obliged to forego

the Probability I then saw of engaging a Person of Experience well recommended.

A Gentleman of Liverpool came to Denbigh to assist him, and returned ineffectual, so that I could not now see any Probability of getting soon rid of a Person that had from our first setting out been the Bane of all my Endeavours to serve the Factory, and must undoubtedly make me desirous of getting quit of him as soon as possible. From these Reasons I wrote and pressed his Father to fend him an Assistant, and take effectual Means to oblige him to give the Company the Satisfaction due and required: And in Consequence Mr. Pennington of Liverpool was engaged to come over as soon as other Business in hand would admit.

Two Gentlemen of The House of Commons that were particularly friendly to me, took Pains in London to recommend our Manufacture, and our Warehouses being full. of Cloth, a great Part of which as perishing by long Keeping and bad Management; I determined, by their Advice, to go to Town and try for a Market there, leaving Lowe still in Possession of his Appointment. Mr. Pennington, who entered upon his Business in February, made but little Impression upon the very extraordinary Confusion he found in our Accounting House; and as thought it adviseable to adjourn the Work during my Absence, he returned to Liverpool with (illegible) my way to London, on the Twenty eight of March, 1756.

At Liverpool I met Mr. Lowe, who was supposed to be abroad upon his Ride to sell Cloth and collect Money; I found there also a large Quantity of Cloth he sent early in February, which I thought he had sold, and as he told me he could not dispose of it to the Merchants there I desired he would send it by the Waggon after me to London; I told him also, that the Credit upon Mr. Scott's Wool was expired, and desired he would not fail of Payment.

The Time I spent in Liverpool and at Tamworth made my Journey tedious, so that I did not get to London till Thursday in Passion Week, and the Houses of Parliament being adjourned during Easter Holidays, Mr, Brice Fisher, who I had been recommended to, was at his Seat in Windsor Forest, and on his Return to Town visited with a dangerous Fever, so that three Weeks of my Time escaped before I could see him. - Upon the first Interview he approved of our Patterns, but referred me to his Packer and Partner, and from the Texture of a few Reds I had with me in Town to shew them received Encouragement to send for a Parcel of the same Sort in Native Whites to be sold so, and to be dyed by the Purchaser in Town. I waited for them and when they arrived brought them to Mr. Fisher's Packer; but at opening every Piece appeared faulty in some Respect, and many of them were so stained that they would not receive proper Colour, and some of them perished and of little

Value, so that the Parcel was rejected with Advice that I should tender them to the Slop Shops at Billingsgate. Our coloured Cloths were not in any wise to Mr. Fisher's Purpose, and I was obliged to make new Acquaintance to recommend me to Markets for them; but with all the Application I could make was able to dispose only of few, and after Time spent and every Channel tried, was advised to send the Remainder to a publick Sale. The proper Time of Notice of Sales and other Circumstances that will often retard Business in London wore out a considerable Time; and at the Sale there was not a single Piece disposed of, so that to make an End of my Business I was obliged to tender them to Sir Samuel Fludyer; had Orders to bring them to his Warehouse, and after some Delays there fold them on the Tenth of July, 1756.

Whilst I was in Town the Factory called upon me for Support weekly and I sent as often as I could make myself Matter of Money, though I thought Mr. Lowe, who was in Possession of every Income, might be able to supply without me. But more to my Surprize than this, I received Intelligence that Mr. Scott drew a Bill upon him for the amount of his Wool £317, which he did not give due Honour to; and that the Bill was returned in a Manner irreputable and dangerous to the Concern, so that I was obliged to borrow Money under great Disadvantage and send down Bills immediately to pay.

I returned to Denbigh in August, to the Confusion of those that meant I should never come Home, and to that End had whispered violent Hints about my stay in Town. I visited all the Branches of the Trade, and found Things in tolerable Order, excepting where Mr. Lowe had made Alterations that were attended with Irregularity. I found malicious Reports had crept about, to my Prejudice, and created Jealousies that occasioned Demands where I had borrowed Money: Which gave me Employment in soliciting Loans to pay Debts, and contracting Debts to discharge Loans. This ungrateful Situation dispersed so much Poison in the Affairs of the Factory, that I could scarcely resolve myself to go on. But the Motive I first set out with, yet prevailed me to persevere, and sacrifice every Hour's Quiet, to make a perfect Trial of the Work I had begun upon. To this End I denied myself the Amusements I usually enjoyed, discharged myself from every Engagement I possibly could be quit of, and broke up my House and Family, and retired to the Factory.

Immured there, and forsaking every Object of Amusement, and every other Article of Business that I well could, I gave Rules in the Factory, and attended to them myself, and in a short Time I experienced that the Work of the Apprentices increased and improved considerably, from the Time of my Application to it.

I called upon Mr. Lowe, and he answered that he would be soon ready; I enquired for his Books, and found, that to give a Deception to his Negligence, he had withdrawn them from the Accompting House to his Lodgings in Town, and gave every Hour of Absence from his Station, the Pretence of Business and Application at Home to the Plan Mr. Pennington had left with him, for the Regulation of his Errors. I wrote to Mr. Pennington, to come over to finish: He promised, and I expected him every Week. I passed the Winter Season in Expectation of the promised Conclusion, and Mr. Pennington to effect it; and new Incidents and repeated Delays brought on the Year 1757, and carried us far into it without further Satisfaction, than Assurances from Mr. Pennington, that he would soon be with us.

Whilst we were thus in waiting, Mr. Pigot sent his Agent with a Letter, demanding Payment of his Money, under such subterfuges that seem extraordinary to come from the Hands of a Person concerned in the Trade. He attempted most evasively to make himself a Creditor, not a Partner in the Factory; and in Fact, the whole Tenor of it was of Such a Nature, that it did not deserve an Answer of any Sort from me. For Want of an Answer to this extraordinary Piece, he sent his Lawyer and his Agent, with a violent Thunder-clap, on the 30th of March, threatening Gazette and other Publications, if all his Demands were not immediately complied with. If they had been founded in Reason, and attended with Common Sense, I would have given him Satisfaction in the fullest Manner my Pen could write it; but I only answered the Lawyer and Agent, that the Epistle was more immediately applicable to Mr. Lowe than myself, and directed them to carry it to him; and the next Morning went with them to the Accompting House, and introduced them to him, and told them that we expected Mr. Pennington every Day to set Mr. Lowe’s Accounts to rights. The 8th of April brought me another Letter, which seemed to convince that the Storm was over, and the Captain reduced to Moderation, and Mr. Pennington being now come, Mr. Lowe waited upon Messrs. Lloyd and Pigot, and appointed Monday in Whitsun Week to pass his Accounts and give a Valuation of the Stock, &c. A Cloth~maker in Gloucestershire was applied to come and value with Mr. Littlehales, and expected every Day, but neither come or wrote, for that the Stock did not pass Valuation within the Time limited.

Agreeable to Lowe’s Appointment Mr. Lloyd of Aston sent his Steward, and Mr. Pigot came with his Lawyer and other Adviser, and was answered by Pennington that he was not prepared, because the Appraisement was not perfected; so after a few Words Mr. Pigot consults his Lawyer and other Adviser, and leaves the Place.

We dined together at his Inn, and among other Things he proposed I should pay £1200, between Mr. Lloyd and him, in Lieu of their Shares; should indemnify them in all Respects and take Assignment of their Interest (illegible). I answered that I was as ignorant of the Situation of the Trade as himself, because I had no Satisfaction from Lowe than he had, and had already gone as far in the Dark as proper: That it was not extraordinary a Scheme, quite new in a Country, which had been ill conducted and broke up so abruptly, should loose a great Part of the Property; and my Regard for the Undertaking and Opinion of the Trade was such, that to avoid the Inconveniences I plainly foresaw would attend subsequent Disputes, I would give £1000 for their Shares, notwithstanding I was already deeply concerned; but this was rejected and nothing less than £1200 would satisfy. He parted in seeming good Temper, and with repeated Professions of Regard and particular Friendship for me.

Nothing more happened between us till a Bill in Chancery appeared, which brought the Attention of many upon Denbigh Factory, and made it a general Topick of Conversation; Mr. Ross Lloyd dead and badly represented; Mr. Pigot deserting, Lowe incapable, dissolute, and despised, and Miss Mostyn and myself looked upon by the Cunning and Wary to be totally sunk in the Confusion.

This Circumstance brought a Torrent upon me that was not easily withstood, and left me in a Thicket that promised no ready way to get out at. Several People that had Demands made violent Applications for immediate Payment, which brought me to reflect upon the Indulgence I experienced from other Hands I could with less Foundation expect it at. I calculated my Affairs and found my Circumstances proof against the worst Event, and rested satisfied that if the Attempt to serve my Country was defeated, I was able to answer the Disappointment; and that the Bread of my Children and the Property of every one were secure.

Mr. Lowe now sent me Word he had not Means to pay the Hands, nor Subsistance for the Apprentices, and must stop Trade, and was willing to assign their Indentures to me. I weighed and calculated again, and as I knew the Concern must be supported with a fresh Supply upon a new Footing, and had little Hopes of speedy Redress and Justice from my Partners. I brought myself to contemplate whether I should desert the Factory and pursue my Mines, or support my Factory on the Ruin of the other; I regarded my Mines with Expectations of great Profit; and as many of them were in their Infancy, I well knew they would not in Market bear a Price equal to their Value. But I reflected attentively on the Disappointment the Country must feel at a Dissolution of the Trade; I saw People who enjoyed Life comfortably by their Industry

returning to Beggary, for Want of proper Employment. And I viewed, with a tender Eye, the Apprentices, to the Number of 100 and more (who were barely initiated into Means of getting Bread, had been cloathed and fed plentifully for Years, without Experience of the Hardship that would attend the Means of such a Livelihood, or Abilities of themselves to acquire it) in imminent Danger, on a sudden Dispersion of adopting Vices, that would be ruinous to many of them, and entering into Communications commendable in few; and for these Reasons I determined to set up my Standard for the Factory; and on the 2nd of June 1757, the Provisions that remained in the House were taken to my Account, and I victualled, clothed, and worked anew.

This Revolution occasioned a Distinction of New and Old Factory: Mr. Lowe was pennyless and unable to discharge his Hands, although he had not work for them, and several were such I did not care to employ; for which Reason, as I was obliged to purchase Cloathing for their children, I paid Ready Money, notwithstanding the Company then owed me considerable Sums.

The New Factory kept me very attentive; yet I was willing to contribute my utmost to remove the Confusion the Bill brought Mr. Lowe into, and the violent Hurry every body flocked with, who had Demands or any Concerns whatever: And meeting with a Gentleman of the Law that transacted Mr. Pigot’s Business in Flintshire, I desired he would acquaint him, that the Appraisement of the Cloths was finished; and, if he thought proper, he might take them at the Valuation (notwithstanding he suspected, when in Denbighshire and I offered to take them so, that Mr. Littlebales was valuing for my Benefit), and that it was highly necessary that some body should do it, because Money was wanting to pay the Working People and other Debts; or that I would consent that he should put them into Possession of a third Person, to dispose of them for that Purpose. He answered, that as to the Cloths, he would not meddle with them; and thought that his consenting to put a third Person in Possession would be very odd, as he never was before consulted in any one Article of the Concern; and was of Opinion, that advertising the Stock for Public Sale by Auction would be the properest Method to use.

I now saw that the Steps to be taken would occasion Detriment to the Sales, and great Delays; and as I was severely pressed by those who had, lent me Money to support the Trade, and in the Midst of loud Complaints from the Tradesmen and Hands that made Demands upon the Old Factory, I applied to Mr. Lowe, to acquaint the Partners, that I was desirous of having my Money immediately, to pay my Engagements; and instanced, that other Creditors were ill used, and the Necessity of their stirring in the Affair, to prevent bad Events. Mr. Lowe complied, and wrote to Mr. Pigot, who

answered to me, that as he looked upon me to be Manager of the Affair, he must address himself to me only; and told me, if I expected my Demand from him, I might take such Methods as I pleased.

Many of the Apprentices were now riotous, and doubted of my Power to keep them in the Services; for which Reason I ordered written Papers to be distributed among them, in which was a Day appointed to receive their Applications; and many applied to be discharged, and such as were untractable and little likely to do service, were suffered to go away; which reduced the Number of Boys and Girls considerably.

When Subpoenas came down, Mr. Lowe retired, to avoid being served; and I sent to advise him to enter an Appearance; and advised Mr. Pennington to go to Mr. Pigot, and ask who should take Charge of the Cloths and other Stock, and dispose of them in Case of Demand? observing, that if a Quantity was sent to Chester Fair, they would sell for ready Money, which was much wanted for the Hands, &c. Pennington went; and what passed between Mr. Pigot and him, is so extraordinary, that it must be referred to in every Particular.

A Friend in Shropshire had offered his good Offices between Parties, to put a better End to this Dispute than might be expected from Mr. Pigot’s Bill; and having already interposed, sent me Mr. Pigot and Mr. Lloyd's Proposals, that they would accept of £1000 in lieu of their Demands upon the Partnership Account; the Stock to be assigned over to two disinterested Persons, to be disposed of, for the Payment of the Partnership Debts; the Partnership to stand dissolved; and Pigot and Lloyd to be sufficiently indemnified.

This Proposal, to take my Money and give me a Pair of Leading-strings, when their Interest was bought out, made me reject the Offer with Indignation; and I answered, that I was willing, and would endeavour to prevail with Mr. Lowe to put the Stock into the disinterested Hands, if they came; and would insert an Advertisement in the Chester Paper, which I immediately drew, and gave a certain Day for the Public Sales.

Mr. Pigot insisted, that as long as he was liable to the Partnership Debts, it was but reasonable he should have a Share in the Disposal of the Stock, and have the Appointment of one of the Persons entrusted.

The Sales being appointed for the 27th of September 1757, Mr. Pigot again applied, and insisted that the Money arising should be put into disinterested Hands: And when the Time drew near, Mr. Lloyd of Wrexham came, authorized by Mr. Pigot and Mr. Lloyd of

Aston, to attend the Sales, and act in every Respect for them. He examined the Cloths for some Days, and declared Mr. Littlehales had made a very regular and proper Valuation. He attended on the Day appointed, and for several Days after, but there did not appear a single Purchaser; which evinced me, as I before dreaded, that the Method Mr. Pigot chose and insisted upon, of advertising, would be very detrimental. Mr. Lloyd advised that the Cloths should be sent to Chester Fair ; which was immediately done, and Mr. Lowe went with them to sort them : And as Mr. Lloyd declined attending the Sale at Chester, and taking Charge of them, I wrote to Lowe to pay the Money arising from the Sales, into the Hands of Mr. Price, the Clerk for the Company; but Lowe refused, and paid no regard to my Letter; and, for ought appears, applied great Part of the Cash to his own Use. Some People that had Demands, and wanted their Money, applied to me, and I called upon Lowe for Cash to pay them. Whilst I stayed at Chester Fair, I saw that a large Quantity of Cloth would remain unsold, and consulted with Lowe (no other Partner being present) where next to send them and he made it reasonable to me to send them to Liverpool, to be put up at Auction: And upon his second Application to Pennington at Denbigh, I consented they should go there.

He remained with them at Liverpool about a Month, without acquainting us in Denbigh of any thing he was doing, and sent no Cash home nor acknowleged the Receipt of any; which made me jealous he was pursuing some sinister End. To prevent it, I sent him Orders to deliver what remained unfold, to Mr. Prince, sworn Broker, London, that he might forward them to Town, to stand market there, having instructed him to put them into the Hands of a Factor for that Purpose. Mr Lowe complied; the Cloths were sent up, and he returned to Denbigh; and told a Person, in Confidence, that if I had not ordered the Cloths away, he intended to take them himself to North America, and to leave Security for the Value.

The Cloth and other Stock being almost disposed of, there remained little for Lowe to do but to finish his Account, which he and Pennington promised to get ready forthwith; but Week after Week passed, without further Satisfaction, than things being within a few Days of finishing, till the Year 1758 was far advanced; And about the 26th of June, Lowe was unfortunately drowned in Fornby Channel, in the Port of Liverpool, and all his Papers and Books relating to the factory, found unintelligible, and everey Article of trust reposed in him left unanswered and unbecoming.

I have here given a rude History of our Transactions at Denbigh for the Information of the Lawyers, attending closely to Facts and strict Truth; and for the Ease of the Gentlemen I am to address myself to will remove the Prolixity that attends Instructions to answer a Bill in Chancery, and with few Words inform them of my

Situation, from the Commencement of the Factory to the present Time.

My Intention at setting out was, to employ the People of the Country I live in to work up the Wool of it in the Manner done at Rochdale, and to improve the Manufacture of the Welch Webbs, so as to give the Maker a better Profit from his Labour than he was before entitled to; and after frequent and full Consideration of the Nature of the Undertaking I thought the Sum of £1500 sufficient to set it on Foot, prepared to add more when the Trade should require it. With this View I fixed that Capital with Mr. Lowe and Miss Mostyn: But my Shropshire Friends, whom I supposed to be Gentlemen of Spirit, and knew to be Men of Fortune, by introducing themselves into the Concern, occasioned Alterations in my Plan, and brought me into a larger Field of Business than I intended to enter into; concluding that I might assure, myself of proper Support when due on their Side.

It was from this Consideration I agreed that Mr. Lowe should purchase Wool in Shropshire, and collect Hands from distant Countries to manufacture it. I saw the Experiment would be expensive, and demand a larger, Sum than was at first fixed; yet, as I had Assurances of every Persons Concurrence and contributing when necessary, I adopted the Scheme with Spirit, and erected Buildings and other Conveniencies suitable to the Undertaking.

The great Stroke of Trade we entered into (as I expected) soon demanded large Supplies, and I was prepared, and called upon my Partners, to answer; but I found myself deceived in one, and in a short Time deprived of another by the Hand of Providence. These Circumstances, however severe, pleaded but in vain against Emergencies. The Poor must be paid for their Labour, and the Demands of Tradesmen answered, which I, who constantly stood at the Stake, was obliged to do without Assistance from any one but Miss Mostyn. Mr. Lowe proved unable to furnish his second Deposit, and I soon saw into his bad Conduct, and soon and often sent Complaints, but no one assisted me to correct it; and as I had not Authority of myself to remove him, he continued Years in the Management, to infinite detriment; and notwithstanding he was frequently called upon to acquit himself, he spun out the Time in Evasions to the Day of his Death, and gave neither Account or Satisfaction in any Respect.

Thus Disappointments followed me, and Difficulties (almost unsurmountable) traversed my endeavours incessantly; and although I saw a distant Prospect of effecting my Design, yet the Way to it appeared difficult and almost impracticable. I underwent so severe an Interruption from Mr. Pigot’s Bill, that I was under Difficulties to prevent the Ruin of the Trade, and was obliged to

summon the most obstinate Perseverance to determine me to set up the Factory anew. It demanded my Attention so closely from the Beginning that I was obliged to set aside all other C (illegible).

It sunk so much Money (known to come from my Purse), that it gave the invidious Foundation to whisper that I must fail in the Undertaking, with the Ruin of my Family; and so confident of it were those who wished the Issue that they openly published the Event, and no one stood up to contradict it. But however little supported I have been, I have not Reason to doubt that I shall tread upon Opposition and ingratitude; and, with Enjoyment of Life and Health, establish a Spirit of Industry among the People of Denbigh, that will settle a Trade there to the latest of Time.

J.M.